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22 July 1981

MEMORANDUM FOR: Director, National Foreign Assessment
Center

FROM : Coordinator for Academic Relations

SUBJECT : Utilization of Academic Resources

1. The following suggestions emerged from a conversation I recently had with [redacted] of NESA/OPA who was responsible for much of the preparatory work for the recent seminars for the DCI (and DDCI) on Iran and Israel.

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2. Both the DCI and the DDCI emphasized during their confirmation hearings before Congressional committees that they intended to utilize the expertise of academicians to improve the quality of the Agency's analysis. To the best of my knowledge, they have actively sought such expertise on only two subjects--Iran and Israel. On each occasion, the decision to seek the views of the academicians was made only shortly before the conference was held which resulted in much frantic activity by OPA analysts trying to secure the best available experts for the seminars.

3. Granted that there will always be the unexpected crisis in international relations which will stimulate a desire to hold an immediate meeting of specialists in order to gain information and advice, might it not be possible also to schedule in advance a series of seminars on topics of major interest to our leaders?

4. I would propose a program somewhat akin to Admiral Turner's discussion-dinners, in that the arrangements are made over a more extended period than has been possible in the two recent cases, but using the seminar format rather than a dinner-discussion and involving the working analysts to a greater degree than Turner did. For example, we could set up a seminar on the future of the Mitterrand government to include two or three ranking academicians, who would lead off with brief statements

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NFAC #4539/81

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on how they foresee events in France, and including the NIO for Western Europe, plus appropriate representatives from the producing offices of NFAC and, hopefully, their peers from INR and DIA. After the initial presentation, the seminar could evolve into a wide ranging discussion with everyone from the DCI to the junior analysts taking part.

5. I believe such a program of scheduled seminars, interspersed with the inevitable ad hoc crises seminars on unanticipated events, would give the DCI/DDCI an excellent opportunity to probe the views of the best academic brains available plus the views of those most intimately involved in the subject from the Intelligence Community.

6. I would also like to suggest a second possibility for securing the expertise of scholars but one which would necessitate the cooperation of the Department of State. Basically, it involves tapping into the Department's Scholar-Diplomat program. Approximately eighteen times a year, State brings to Washington about fifteen regional specialists from colleges and universities for about a week of briefings and collaboration with their opposite numbers in the regional bureaus. For the week in Washington, the scholars are cleared through SECRET. The East Asian specialists, at the request of State, are usually briefed by us on the role of intelligence in foreign policy. I've been alerted by State's public relations personnel that they hope to expand this program to include visits to CIA by other groups in their Scholar-Diplomat program who focus on other regions of the world.

7. Most of the visiting scholars in this program, which has been underway for several years, are young as their elders have already participated. This is by no means a disadvantage as some of the younger academicians are producing some excellent--occasionally novel--analyses of world events.

8. I propose that we consider asking State to revise the schedule of the Scholar-Diplomats to allow at least half a day at CIA. The group could be briefed on the mission of CIA for the first hour and then could engage in a frank exchange of

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views on their regional interests with our own substantive experts for perhaps the last two hours. I'm not sure that ranking officials of the Agency would want to sit in on such an exchange but I believe the discussions could be highly informative and useful for the appropriate NIO and many of our working-level analysts. I'm not sure what the Department's reaction would be to this proposal but if we are assisting them in their program, I see no harm in asking for something in return.

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REMARKS

*Sounds worthwhile
 to me - both ideas.*

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